CPS HR CONSULTING

City of Fargo

Employee Engagement Survey Comments

Police

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SUBMITTED BY:
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What is one thing you would recommend to make your Department a better place to work?

1. It would be nice to be able to park in a secure location while at work, either inside a fence or in a secured/indoor lot, instead of leaving my personal vehicle out in the open with transients regularly walking through the lot.
2. Unsure
3. Getting rid of certain policies or the way some complaints are handled. Department has so many policies now where you cannot do anything wrong without getting written up. It seems as there is a policy for everything, for example being late for work a couple minutes for someone where it's there first time. That results in a memo and put into our files with disciplinary action. Policies like this have affected moral. Better pay, the first responder sales tax passed and money was used for other things for which it was not meant for. Resulting in way lower than expected pay. It's is not fair pay considering we can go across the river in Moorhead and get $120,000 in a short time when we are taking 2-3 times as many calls all while being under staffed. 15-20 calls a day per officers really burns you out. With that, our department likes to constantly do promotions and make new areas/special assignments. This affects the patrol staffing which has remained the same since 2021. There has been no improvement because after each academy, there is movement that just brings patrol right back down again. We have heard the same thing for almost 5 years "after this next academy it'll be better", but it never improves. Our department is getting so top heavy and is draining patrol.
4. A change in leadership from the very top. We are able to give ideas of how we could improve the workflow, however, the ideas go no where. We as a department had voted on a squad car design early on with new leadership and the majority of employees collectively picked an all black squad cars with new decals. In the end, leadership had his idea of what he wanted and went against the majority to pick his own design. Additionally, we voted as a department in majority to have white "Police" patches and name plates. Once again, majority was overruled and gold letters were selected. It feels like they want us to think we have a say, but at the end of the day, our input means minimal. This place could be great again if our input was actually what mattered.
5. More openness with leadership and transparency about decisions made above our role.
6. Move bookings to the jail.
7. We need more staffing and better/more facilities. I don't believe city leaders understand or care to understand our work and the level of activity within our department.
8. A bigger budget to send Officers to various trainings.

9. Stop micro managing. Department leadership needs to learn to delegate to other leadership, it's not feasible for one person to do everything.
10. More equitable mentoring/training for career development
11. More transparency about why a decision was made.
12. The PD is very good at highlighting bad behavior in the form of both formal and informal documentation and complaints. There are times when supervisors acknowledge positive acts but I would like to see more positive feedback.
13. Leadership should take more feedback on things and allow the people that their policies affect have more say/input in how things are implemented.
14. Replace Chief [redacted]. He does not allow delegation to other positions of leadership within the department. He micromanages everything the department does. Due to this amount of control he exerts and the amount of time he spends outside the building on vacations and other "trainings/conferences/IACP" work production faces slow downs and straight up stoppages because Chief [redacted] has to see/approve it. Other employees are not being developed as leaders, because Chief [redacted] micromanages so tightly.
15. For the City Council to provide the FPD with support.
16. INDIVIDUAL WORKSPACES WITH PRIVACY
17. For leadership to be fair and impartial to ALL.
18. Better retirement
19. Better Retirement
20. None.
21. Training. The police department does not offer frequent enough training for officers unless you are on CMT or other specialty teams. We don't offer times to shoot at the range, train DT, room clearing, etc.
22. A lot of what we need are more employees. Our departments have remained roughly the same size for a couple decades now. We cannot have employees unless the city commission allows it.
23. Some safety enhancements including private, secured parking and less social media exposure.
24. Nothing, our unit is getting a new space to work in, which will be great once it is done.
25. None
26. Civilian employees should also benefit from the sales tax increase that Police and Fire recently acquired. We're the cornerstone of the department and it's offensive that we're constantly overlooked/ignored while sworn personnel continue to get more money.
27. Listen to the employees when they are asking for help with their work concerns.

28. My biggest stress in the last year has been at my [redacted] level. My [redacted] is good, cares about me, listens, and has our best interest in mind. The issue was a [redacted]. Great guy, very nice and personable. Issue was he was detached from what we did. I think it was based on lack of skill and understanding of laws, cop work. This made it difficult to make changes because they were not able to comprehend our needs. The issue is promoting people who don't have the "cop" experience. Meaning, they don't understand how to investigate cases and indepth understanding of the law. I recommend AC/Chief going to Lt/Sgt level and asking if they need anything to open the door for feedback. We follow a chain of command.
29. We (the Police Department) are significantly understaffed. We need more people.
30. BETTER LEADERSHIP. LEADERSHIP TO TAKE MORE OF AN APPROACH TO BETTER KNOW THEIR EMPLOYEES AND BE MORE APPROACHABLE FOR IDEAS AND STRUGGLES.
31. I would recommend that proper staffing be made a priority and not just for future, but immediately start to make the change on improving staffing levels within my department. This would alleviate the strain over tasks and stressed situation that many in my department might feel as a result of the cities, lack of concern or interest in providing this necessary and long overdue need to our department.
32. Better morale and staffing. More compassion/empathy with disciplinary issues.
33. Currently, the only path to increased pay and recognition in the Police Department is through supervisory roles. Employees who add value but do not wish to supervise lack opportunities for advancement. A non-supervisory promotion is lacking.
34. Better leadership that communicates better, holds people of all ranks accountable for their actions and is fair when it comes to promotions.
35. Additional funds in the training budget.
36. I am happy with my work place. You could replace the Chief of Police and still have the same issues we are facing today. We have absolutely killed it with our investigations, and solving crime, but of course some of the city commissioners have a different agenda.
37. Focus on why people are leaving and focus on making us the best place to work in the Fargo/Moorhead area. People aren't leaving to go to Sioux Falls or other sister cities. They are leaving to West Fargo and Moorhead. Compete with them first.
38. Honestly, I'm really happy with how things are going at the police department (inside our department). I feel Chief [redacted] and the administration genuinely cares about making things better, they recognize good work, and people work hard. Outside the department in the media is another story.
39. Leadership taking some accountability for their actions if they make mistakes.

40. Take our complaints seriously. Decreased case-loads for better successful outcomes for victims. Stop rumor-mill employees from making workplace toxic. Supervisors know exactly who the problem people are and do nothing.
41. I recommend that we focus on increasing personnel within the Police Department. As we are currently understaffed for the demands of our work, I believe this is critical to preventing burnout and ensuring that all employees can perform at their best. Adequate staffing not only improves morale but also enhances our ability to serve the community effectively.
42. if employees felt like what they do day to day is good enough and not everything has to be life altering to be a considered a good job. I feel like I am asked to achieve things outside of my work description and when I only do what I am hired to do its not good enough.
43. We need more officers and more supervisors at every level. The workload at every level is overwhelming.
44. I WOULD RECOMMENED THE DEPARTMENT ASKED OUR INPUT BEFORE THEY MAKE DECISIONS THAT DIRECTLY AFFECT US LIKE PAY, TRAINING, AND EQUIPTMENT. I FIND THEY DONT LISTEN AS EVERYTHING IS ABOUT MONEY
45. My department is great!!! I wish the commissioners would listen to the chief of police and stop their political BS and make decisions based on logic and reason not their emotions.
46. Stay competitive in regards to compensation, benefits and work life balance. Our other neighbor City counterparts do less work and pay more. This makes it hard to retain good employees when the City work environment is seemingly in complete turmoil.
47. More staffing. Better pay.
48. Non-supervisory promotions
49. The fear of making a mistake and being written up or punished immediately. The chief got hired and everyone started being written up for small mistakes such as being late although the chief would be late for meetings or briefings.
50. Department as a whole is a great place to work. Open communication on things that affect us. Fair and reasonable conversations had when needed.
51. Flexibility in scheduling, OT opportunities, allow for work to get done not pile up.
52. Better Communication
53. Increase staffing
54. I am happy with my department(police) and happy with the environment. We are paid well, thanks to the sales tax and we are steadily working toward having a better staffing level. Again, thanks to the sales tax.

55. My department is great. It is separate from City Hall, which is not a great culture. My department has a strong 'family' feel. It is well run and organized. Hourly pay for civilian staff could/should be increased.
56. Replace the toxic leadership that arrived in October of 2020. We are nothing more than ink on the resume for someone who is angling to be the VP of IACP, there is no genuine investment in the officers or the community.
57. Proper training funding for existing positions and newly added positions.
58. Acting more quickly on ideas from employees. Also, putting more effort and value on actually training supervisors and giving them management tools regarding conversations and how to lead people.
59. Stop focusing so much on recruitment and focus on retention as well. This department does a stellar job bringing in fresh bodies and faces but doesn't seem to value those who have been here a while.
60. A stronger network of substations, particularly on the west and south parts of town. Our city is growing rapidly and our law enforcement presence in these areas is struggling to keep up, in large part because officers have nowhere to stop, write reports, respond to emails, heat up their lunch, go to the bathroom, and just exist until the next call comes out.
61. No more political BS. Each department should be allowed function as it is intended and not dependent on who someone is angry at or friends with. This is a government operation, not high school. The drama within as a whole and in each different department affects everyone.
62. Work from home policy for civilian staff. Most if not all the civilian staff are grandmothers or mothers who take on the bulk of caregiving responsibilities. Their work flow and schedule is completely thrown off when there are school closings or sick kiddos they have to stay home for. Allowing for a remote work policy in the event of these unpredictable turn of events allows civilian employees who are not essential to staffing to still work while conserving sick time and vacation time in the event of a true family / medical emergency.
63. The Fargo Police Department does an admirable job on all accounts in the face of opposition from those we serve. I have no recommendations as I feel this department runs a tight ship already.
64. More support from City leadership on ideas we have to improve how we do our jobs with staffing.
65. The department is a great place to work. The city leaders though make it difficult to want to stay. Every meeting is lip service without actually backing and taking care of the employees. The commissioners make it a horse and pony show and think they know what is going on without actually knowing what's going on in the department. It is embarrassing. Then are told whatever we need to be the best department we can, yet our neighbors across the river make $20,000+ more per year for a 1/3 of the workload.

66. No city department can run efficiently when most of the employees are new (1-5 year). The city needs to find other ways to retain 8-25 year employees who do not want to retire or leave because the city pay structure stinks. Other comparable city pay structure is better and their retirement is better than Fargo's is. Studies have been done many times and those studies show where Fargo is lacking, but our city leaders never do enough to retain good employees. Fargo will continue to loose those good employees and continue to struggle to hire good employees because the pay and benefits are NOT competitive with other cities close to us or cities our size.
67. The city needs to allocate more FTE positions to this department. The negligent practices and mismanagement of the city budget is compromising the safety of the citizens of this city.
68. More visibility and transparency from executive staff
69. Getting rid of people who are R.O.D. (retired on duty) and giving more money to the department for a higher training budget for employees.
70. My department is running just fine. The city of the other hand is a gong show. All of the commissioners aside from [redacted] and [redacted] are an embarrassment to the city and the Mayor has no control.
71. Have a department head that is actually here and cares about the people instead of their own agenda. Not someone who is more concerned about getting elected to the IACP board. Maybe have that department head allow his subordinate leaders to actually make decisions without him. If he wants to make every decision, he should probably be here to a lot more. When he is here, everything is an emergency, because he was gone. Now everyone has to drop what they were doing to get these things done again in basically no time, because he is behind the curve. But again, not his fault and never is. Hold him accountable! He was not exactly truthful about Florida. Look at how he acted when questioned, that's how he acts here. He will not apologize, even when wrong, he is habitually late, and no one is ever as important as him. He preaches how we have to be accountable for every hour but look at his payroll. Just says 8 hours worked, never that he was at an IACP conference (even the overseas IACP conference(s)) or what he is doing, just 8 hours worked. He goes to numerous conferences every year. Who pays for those? What benefits do we as a city or agency get from it? We have a driving simulator we paid six figures for, personally have used it once. Do not know of anyone else that has used it beyond one training session other than instructors. [redacted] needs to resign or be fired.
72. We need more personnel to even out employee workload.
73. Be fair to each individual. If someone was wronged, make it right if you have the power.
74. More support from city leaders, especially city commissioners.

Please share any additional feedback:

75. Thank-you for asking our opinions. I'm sorry it took so long. The city voted for needs over wants, back that up.
76. Why can't we be compensated for sick time when we leave employment? This encourages abuse of sick time. Essentially those of us who don't call in sick, we are punished. Let us use it to buy ahead time into our pensions or retirement plans, offset health insurance after retirement or pay us the full amount since we earned it, not the city. I have heard HR state sick time is the "City's benefit", I guess I am missing something on that one. The city does not benefit when people abuse their sick time and have to pay overtime when people get called in.
77. The Fargo Police Department is a fantastic place to work and when I talk to people about "the City" I am referring to the police department. The men and women who work here are the best of the best and politics and agendas have adversely impacted the operations of this department and public safety as a whole. If you want to make the city a better place to work, start looking into the HR department and the toxic toxic environment they create across the entire city.
78. The City of Fargo Commissioners and Mayor do not back their employees. Each commissioner has a political agenda and are in it for political gain When the commissioners are in front of a camera they praise each department head to the point of nausea, but behind close doors they do the opposite. During commission meetings, some commissioners make statements about city departments heads that are rude and disrespectful. There is no time for personal attacks while on camera. It's time for those commissioners to get out of office. They are bringing shame and embarrassment to our city government and city employees. Stop spending money on projects that always go over budget. Put that money and invest in the city employees who keep this city looking nice and safe.
79. I love working for the Police Department. Over the course of my career, I feel it is in the best place it has ever been with regards to performance and professionalism.
80. Thanks for the opportunity to provide feedback. It's my hope that we all learn and become better from it.
81. Do better.
82. The poor leadership combined with inadequate financial compensation will continue to cause the City of Fargo to lose employees to other agencies (specifically Moorhead PD). Why would anyone choose Fargo PD over Moorhead PD?
83. There are a lot of problems going on in City Hall, Human Resources and City Administration. Because of all the politics, we lost an incredible Communications Team, and that needs to be addressed. Two City Commissioners want to run for mayor, and they are causing/creating so much unrest for the city. They are tearing the city apart when they should be working for the

people. I work for the City but would never work out of City Hall - I am in a separate building/department that work together and support each other.

84. Commissioners [redacted] and [redacted], thank you for your professionalism and work within the city. Mayor [redacted], Commissioner [redacted] and Commissioner [redacted], I also thank you for your work, but please consider the employees of Fargo before you break down the relationships further by the things you say. I am currently a [redacted] [redacted] of the police department. I have enjoyed every minute of my time with the Fargo Police Department and have never considered leaving Fargo. I have worked for multiple police chiefs and different administrations within the department. Each administration has brought changes, mostly good with some decisions that have negatively affected the people around the building. Most of the employees of the department are resilient and move on with the changes, accomplishing their best work. The past 2 years working for the police department have prompted me to consider finding employment elsewhere. Mayor [redacted], Commissioner [redacted] and Commissioner [redacted], you guys have pushed me and others away from enjoying working for the City of Fargo. If you continue behaving as you do, you are going to lose the employees you "value" as stated on the City of Fargo website. The phrase "regional leader" is plastered on everything including the website, city sponsored vehicles and stated by you during commission meetings. I used to believe that phrase was true, but as of late, you have proven it is not and will not be unless things change. Mayor [redacted]: You are providing very confusing guidance to the members of the police department. After the latest media bash of Chief [redacted], you flopped sides of who you were upset with multiple times. The employees of Fargo expect you to decide and stand by it, not tell the radio media one thing and the commissioners another the following day. There was one time, several years ago where you were walking through the police department hallway. I passed you and said hello to you. You looked me in the eyes and said nothing and walked past me. You went to a supervisor within the department and asked him to help you with some task. This interaction with you has stuck with me for many years. As I stated before, the sentiment of the city valuing their employees is widely known, but in that moment and the years since, I have not felt valued by you. Commissioners [redacted] and [redacted]: Most of the employees at the Fargo Police Department watch the commission meetings. When you guys openly talk negatively about the department, but no other department, how do you think that comes across? The employees here make the best with what we are given (things you control). I know the police department is not the only department and the budget needs to be allocated accordingly, but we have been pounding our fists on the tables asking for help for years. You need to set aside your personal issues with the police department administration and help the line workers. As you are aware, Scheels recently donated a workspace to the police department. The only cost to the city was adding a couple of computers. You guys had an issue with us getting this space because it was a surprise to you at the commission meeting, to the point that you said no to approving it. Let me reiterate that point. You said "NO" to a free workspace when the city is going through a budget crisis. The police department found a "free" work space that you said no to, when we've been asking for

somewhere to have satellite workspaces for years. Over the years I've been employed, we've had up to 5 satellite workspaces around the city. Prior to the Scheels site, we had 1. The city has only grown and as you are aware, violent crimes have brought attention to us and the city. Having these workspaces allow our officers to be out in the work areas and not at HQ, where they try to eat their lunch or go to the bathroom from across the city. Imagine not having a bathroom at City Hall, but you need to go to Osgood Fire Station to use the bathroom. Our department is 24/7, most businesses are not open after 10pm. Using the department as a pawn in your political game is unprofessional and frankly, hurting the employees of the department. All members of the Fargo Police Department want to show up to work, do their job and go home. We have enough issues to deal with while dealing with the public without our "leaders" constantly tearing us down. Stop going on the radio and stating you appreciate the work we do but then the next day, talk about how we can't do this, or should've done that. Show the employees of the police department and the rest of the city that you actually value them, or you're going to lose more employees. Please stop tearing us down and show us that you are invested in this city and give us support. We are already villainized by the public on a daily basis, the public doesn't need your help with that.

85. What has been most frustrating is watching certain city commissioners claim to "speak for" the police department without ever providing a single concrete example of what the supposed issues actually are. They deal only in vague generalities and soundbites. The reality is that their information almost certainly comes from anonymous employees who don't have the courage or integrity to work on problems from within, or from disgruntled former employees who were run out for poor performance. These are not credible voices, and they certainly don't represent the men and women who continue to show up every day to do the hardest work in this city. Instead of leadership, we are subjected to political theater—commissioners manufacturing a narrative for their own purposes while undermining the credibility of this department and the leaders who hold it together. It is nothing short of cowardice to hide behind anonymous complaints and empty talking points, while dragging down the reputation of an agency full of professionals who are actually doing the job. The damage is real. Morale has taken a hit, not because of the work, but because of watching our department used as a pawn by people detached from reality, more interested in scoring points than solving problems. The loss of leadership in our media team only compounds this, stripping us of one of the few tools we had to tell our own story, highlight our successes, and push back against misinformation. Our department deserves better. We deserve truth, accountability, and leadership that stands with us—not political games and baseless attacks from the outside.

86. I feel like there's nepotism between the mayor and chief, mayor gained special privileges and access to an open investigation involving his adult son. Quid pro quo for sure. Chief allowed [redacted] [redacted] to be on a hiring panel and allowed [redacted] to roam around the PD without being escorted. Anyone else would've been written up for not escorting guests.

87. The current state of City Government is why many employees are considering leaving. City Leaders should be working together, not "in-groups" and "out-groups" in constant conflict pursuing personal agendas instead of pursuing City goals and helping each department get the resources they need.

88. We're all human. We make mistakes. Give people some grace instead of running to the media or talking to one disgruntled employee and taking it as gospel. In my [redacted]+ years no commissioner has asked or heard my opinion of the PD. Because I love what I do. But man you guys (the mayor and commission) can't get out of your own way to make it better. Chief Z is the best thing to happen to this department, but you commissioner, will probably drive him out. Over the way YOU envision and decided downtown should be. The violence is YOUR fault.

89. BETTER PAY, MORE TIME OFF PER CHECK FOR SICK AND LEAVE, AND BETTER EQUIPTMENT/ TRAINING. I AM LOOKING AT GOING TO SOMEWHERE LIKE MOORHEAD WHERE THEY PAY THEIR OFFICES MORE, APPRECIATE THEM, AND HAVE A UNION WHO CAN FIGHT FOR THEM AS WE DON'T HAVE A VOICE AND ARE AT THE LIBERTY OF ADMIN AND THE COMMISSION.

90. I believe the mayor is not adequately leading our city. There have been numerous occasions where his words do not align with his actions. He struggles to hold City Commissioners [redacted] and [redacted] accountable, and their behavior has adversely affected my personal life and the Police Department. They appear to speak without thought for the consequences and fail to obtain clear input from current employees, often missing the underlying issues and fabricating their own narratives. In contrast, Deputy Mayor [redacted] stands out as an effective leader. As a Fargo city employee, I find her well-informed and thoughtful, genuinely prioritizing the city's and its employees' best interests. While we may not always see eye to eye, I respect her informed decisions, which starkly contrast the reactions of [redacted] and [redacted]. Their approach often comes off as childish and ultimately causes more harm than good.

91. Back in 2021-2022 we had stay interviews that were lengthy and disclosed a lot of information that could result in us successfully winning lawsuits. Still waiting for some of that to be addressed and fixed.

92. I can't wait for [redacted] [redacted] and [redacted] [redacted] s terms to be up.

93. I think some of the city leaders (city commissioners) are acting like 2 year old's right now. It is embarrassing to see all of the stories and the witch hunts going on because they don't like the Chief of Police. We are supposed to be a strong united front for everyone to be proud of and right now the City of Fargo is a joke. I think this survey is a complete waste of time because we have done things like this before and it goes no where.

94. The communication among my department leaders has continued to get worse which is a result of inexperienced supervisors and lack of leadership among top administration. The inability to organize the department and keep staffing levels is a huge concern which seems to fall on deaf ears. Each time we add more bodies we develop more specialized groups that take bodies off the

street to man those specialized groups. The administration has continued to promote which also takes bodies off the streets. The city administration seems to care more about recruitment then retention causing people to leave after vested due to being topped out in pay. 20-year employees make the same as someone who has only been here for 10 years. That is not fair and causes a very young department with no experiences.

95. I recommend this gets published and media is made aware of it, regardless of the results. The public needs to know.
96. The city needs to get its [redacted] together.
97. For years, since I started this job, I was always told by the City Commissioners that we as a department need to be doing better or more with less. Though this idea is counter intuitive I understand the money involved to pay for employees, gear, vehicles, etc. Unfortunately, I have personally witnessed seeing an old daily roster for patrol officers from roughly 2005 for an evening shift with about 15 officers working the street. When I saw the roster, it was approximately 2021 or 2022. That roster for that day had the same amount of patrol officers as 2005. How interesting it is to see the same number of officers patrolling the streets of Fargo 15+ years later. Our City wants us to be able to do our job and effectively but have refused to dish out money for positions. I understand money is always the issue and there is never enough money, but the city can't expand the way it has and have the same number of officers and expect to produce results the same or better as the previous year. The Fargo Police Department has never reached the national average for officer per citizen for the city our size. Yet I get to hear from the City Commissioners ask for my chief's resignation when things go sideways in the city. For things that are outside the control of everyone, except for the people that caused the incident. There is no cheering for when things go right and officers are able to save the day so to speak. They just assume the employees did their job. But yes, let's call for the resignation for the Chief of Police for not having a press conference even though he wasn't even in this state on vacation. As the City of Fargo expands so must everything else. You want the Fargo Police Department to be more effective, gives us more positions. We have an academy that would make it a lot easier to hire and staff these positions. We as a department are going out of our way to come up with creative solutions to our staffing issues. Ultimately, it feels like the city commissioners don't care about the plight of the citizens or the employees that help make everything run. I want the city to put their money where their mouth is and give us more officers. This isn't the good ole days on the Andy Griffith show where we walk around drinking coffee and eating doughnuts and take a call or two a day. We're constantly patrolling wearing 20-40 pounds of gear, taking call after call. Dealing with individuals in mental health crisis's, domestic disturbances, narcotics, people on narcotics, crashes, shootings, stabbings, burglaries, thefts, etc. Even when we are in good position where you think our presence would deter crime, it's not. Then bad stuff happens in one place and eats up the entire staffing, then another critical incident happens in a different location and soon we're asking for mutual aid from surrounding jurisdictions because we're not equipped to handle more than one critical incident at a time.

After all of it instead of City Commissioners and leaders asking how they can help us in these moments, it turns into them talking down to us like we're a small child. Just like what [redacted] stated "Be Worthy". Be worthy of being in the position you're in to help the citizens of Fargo. Not just a political figure.

98. The PD has spent a lot of time and effort to maximize officer management/supervision leading to minimization of officer development. Officers are treated like children with less and less responsibility, autonomy, or discretion with more and more scrutiny. Officers have a harder time making decisions without a Sgt. because the PD has made clear they are not looking to develop critical thinkers. This is again due to Chief [redacted]'s structure he's developed, which is increasingly top heavy. When citizens of Fargo call 911 they expect patrol to respond to help. Patrol is working with the same level for minimum staffing as 10 years ago with significantly more work. Patrol is run ragged with cfs, but Chief [redacted] has sent every new position to everywhere except patrol. Response times are poor due to this and no substations south of 1 Ave N. It would be harder to design a system to make Fargo less safe than the way we handle and supply patrol right now.

99. I come to work, I go home. I don't think about or do anything with work on my off time at this time. It's what I've had to do to keep my sanity. I used to eat, live, and breathe work until I was basically bullied out of a position, which I ended up not liking anyways. Now, I do just enough to get by and stay off the radar, trying to get to the light at the end of the tunnel.

100. I am proud to work for the Police Department. I feel we are the example for the rest of the state and our region. Members of this Department, some who have literally taken bullets and given their lives for this community, and those who suit up every day to potentially do the same deserve better from our Commissioners and our Mayor. My last thoughts are related to our Communications team. Having a strong Comms team is essential to protecting our City and its employees from the media, who only care about getting a story. When you look for a new Comms manager, which I strongly recommend you do, you should look for someone who will do the same thing as [redacted] did when it comes to working with the media.

101. Some of our city commissioners are very quick to point fingers or criticize departments, especially the Police Department. Overall, I've been very happy with the leadership here, and the criticism from [redacted] and [redacted] is completely inappropriate and is only creating more stress for all of us. I understand their role is to hold city departments and leaders accountable, but sounding off to the media without getting facts or any sort of investigation is completely inappropriate and is doing irreparable damage.

102. Our department has constantly asked for more people as calls for service have skyrocketed and the number of officers on the street hasn't increased. When I started [redacted] years ago, the minimum was 13 on patrol. It can drop to around 10 now. The issue is, we have half of our department upstairs in investigations. We have bodies to increase our presence on the street, but we put people in investigative roles or community engagement positions which takes away the ability to increase the officers on the street. I don't have an issue with having investigators,

but then they should be doing all of the investigative work. Instead, multiple reports are sent back to patrol who again is rolling with 10-13 people on the street taking calls for service. They are expecting patrol officers to do investigations after the fact and continue to take calls. We have bodies, we can find better ways to use them to decrease the work load for all of the people. We as patrol officers are burning out which will continue to lead to turnover. We're nearly fully staffed, but the amount of people on patrol daily has barely changed. We continue to promote or move people from patrol into other areas anytime we get new positions filled.

103. Better pay, the first responder sales tax passed and money was used for other things for which it was not meant for. Resulting in way lower than expected pay. It's is not fair pay considering we can go across the river in Moorhead and get $120,000 in a short time when we are taking 2-3 times as many calls all while being under staffed. 15-20 calls a day per officers really burns you out. With that, our department likes to constantly do promotions and make new areas/special assignments. This affects the patrol staffing which has remained the same since 2021. There has been no improvement because after each academy, there is movement that just brings patrol right back down again. We have heard the same thing for almost 5 years "after this next academy it'll be better", but it never improves. Our department is getting so top heavy and is draining patrol.